

FUNCTIONAL AREA 9

Information Technology Business Consultant (ITBC)

Incumbents in this functional area plan and perform analysis of departmental business activities and/or functions and guide the subsequent design and implementation or improvement of new and/or existing information technology-based business systems applications. Business consulting involves understanding the underlying information technology and its application, assessment of the costs and potential benefits of the new approaches considered, and where appropriate, change management and assistance with implementation to determine the most useful business solutions to the department. Incumbents provide expertise and general consultation to both internal and external clients on a wide array of issues related to feasibility analysis, implementation, and evaluation of information technology solutions to business and administrative processes. Specific duties commonly performed by incumbents in this functional area include business requirement and process analysis; specification and evaluation of alternative information technology solutions; systems design, testing, implementation, administration, and evaluation; and state information technology administrative procedures, such as information technology project initiation and configuration management, information technology project management, procurement, budgeting, negotiation, and contract management.

IT BUSINESS CONSULTANT	Assistant Information Technology Specialist	Information Technology Specialist I	Information Technology Specialist II	Information Technology Specialist III
Knowledge of:				
Basic information technology principles and best practices, including systems analysis principles and methods	X	X	X	X
Basic knowledge of IT procurement, contracting and budgeting policy and procedures		X	X	X
Methods, metrics, tools and techniques of Business Process Reengineering, including functional business models and process modeling		X	X	X
Methods for researching and analyzing external information technology products and services to determine their potential for meeting organizational standards and business needs		X	X	X
Methods and practices to prepare the information technology organization to meet the business needs for service delivery		X	X	X
Contracting methods, requirements, and procedures for IT acquisitions		X	X	X
Information technology administrative		X	X	X

procedures, such as information technology project initiation and configuration management, information technology project management, procurement, budgeting, negotiation, and contract and resource management				
Methods and practices for IT system design, testing, implementation, administration, and evaluation		X	X	X
IT principles, methods, techniques, and tools for the effective management of projects from initiation through to implementation (such as IT project initiation and planning, work breakdown structures, IT project schedule development, critical path analysis, project direction and control, earned value analysis, project close-out activities and post implementation close out activities).			X	X
Data and/or database management principles and methods			X	X
Requirement analysis principles and trends			X	X
Information technology quality assurance principles			X	X
Cost-benefit analysis principles and methods related to the IT solution for the business need			X	X
Methods, techniques and tools for risk management and mitigation of risk to IT projects/business solutions			X	X
Advanced IT test management techniques including principles, methods, and tools for the effective coordination of the testing process and the execution of tests throughout the lifecycle of development plans			X	X
Application of information technology to support business goals and objectives and principles of organizational financial management as it relates to IT project management			X	X
New and emerging information technology and/or industry trends			X	X
Performance management/measurement methods, tools, and techniques				X
Principles of organizational development and IT change management practices				X
Operating systems and hardware, client side support and server side support				X
Current trends for IT strategic planning related to business process reengineering				X
Ability to:				
Assist in the definition of requirements to improve any aspect of the business process and the specification for information technology solutions	X	X	X	X

Develop portions of data flow diagrams and information technology process models	X	X	X	X
Assist to conduct and write feasibility study reports, request for proposals, and/or budget change proposals	X	X	X	X
Participate on project teams to obtain consensus of users and others involved in the development of the information technology project	X	X	X	X
Assist in the testing and implementation phase of the information technology solution to the business need identified	X	X	X	X
Assist to develop and conduct user training and develop user manuals	X	X	X	X
Participate in the research, evaluation, and selection of information technology products and services	X	X	X	X
Understand the customer's business environment, equipment and procedures as they relate to the need for information systems resources and services		X	X	X
Provide information and consulting assistance to internal and external clients on planning, exploring, and evaluating business process improvements and information technology opportunities		X	X	X
Identify and define business or technical requirements for new or enhanced systems and develop basic systems specifications		X	X	X
Perform the testing and implementation phase of the information technology solution to the business need identified		X	X	X
Work with customers to resolve information technology technical and operational problems		X	X	X
Conduct and write feasibility study reports, request for proposals, and/or budget change proposals		X	X	X
Monitor and evaluate the progress and outcomes of information technology operational plans		X	X	X
Monitor information technology progress according to plan		X	X	X
Monitor information technology vendor performance to contract		X	X	X
Coordinate and consult with system hardware and software vendors		X	X	X
Lead the development of feasibility study reports, request for proposals, and/or budget change proposals			X	X
Define the current and future information technology business environment			X	X
Identify and define business or technical requirements applied to the design, development, implementation, management			X	X

and support of systems and networks				
Evaluate and recommend adoption of new or enhanced approaches to delivering information technology services			X	X
Represent the organization in interaction with other organizations			X	X
Apply emerging technologies to business processes that identify new technologies that support the organization's business and long-range technology plan			X	X
Participate in information technology business planning, needs analysis and information technology risk assessment			X	X
Develop information technology tactical plans to meet business enterprise goals and objectives			X	X
Ensure optimal use of commercially available information technology products			X	X
Estimate and plan information technology project resources requirements and timelines and milestones			X	X
Provide technical leadership on group information technology projects			X	X
Monitor, evaluate, and make recommendations regarding vendor performance to contract (such as analyze Statement of Work, define success criteria, and test product/system deliverables)			X	X
Plan, develop, and implement technological solution that are essential to the missions of the overall organization, or affect large numbers of people on a long-term or continuing basis				X
Evaluate and prioritize department's information technology need and options and integrate them into the department's long-term strategic plan				X
Work closely with departmental program managers to develop information technology architecture that captures the essence of the business process(s), and gain support for these plans from top management				X
Provide policy guidance, clarification, and technical assistance to information technology management, staff, and customers as it relates to information technology solutions				X
Ensure that the necessary plans and resources exist to smoothly transition current business processes into the newly automated solutions				X
Negotiate terms of information technology vendor contracts				X
Define and utilize information technology contract penalties				X

Coordinate multiple information technology projects				X
Demonstrate an advanced level of administrative and technical knowledge, along with the leadership ability required to allow administration of the largest and most complex information technology solutions throughout the entire developmental life cycle				X
Prepare, justify, and or administer an organizational budget				X
Serve as consultant and subject matter expert to executive management and outside agencies on a wide range of issues pertaining to information technology planning, policy analysis and articulation, and project implementation and administration				X

Assistant Information Technology Specialist (Information Technology Business Consultant)

Incumbents at this level work under direct supervision applying a basic understanding of information technology principles and best practices, including systems analysis principles and methods to analyze the client's business enterprise to develop informed conclusions and recommendations with respect to information technology needs and feasible solutions. Incumbents may also assist with IT procurements, budgeting and contracts. Responsibility is assumed for a definable portion of a project or client services function.

Information Technology Specialist I (Information Technology Business Consultant)

Incumbents apply a basic understanding of information technology concepts, practices, methods and principles, with an emphasis in systems analysis principles and methods, and business process reengineering skills. Under direct technical supervision incumbents participate in the planning and delivery of a full range of activities associated with developing information technology business change proposals. These include business procurement, budget and technical process analysis, business solution alternative development, evaluation and selection and project initiation. Incumbents also apply a basic understanding of IT procurement, budgeting, negotiating and contract management.

Information Technology Specialist II (Information Technology Business Consultant)

Incumbents demonstrate proficiency of IT business, procurement, budgeting and contracting and technical competencies, with a comprehensive understanding of the organization's business processes and needs, its mission, and its position within the State's overall business enterprise. Incumbents apply knowledge of the organization's technology and business infrastructure to effectively use technology to resolve significant business problems, and identify productive applications for emerging or existing

technology. Duties include taking a leading technical role within an area of specialization, while contributing productively to all phases in a systems life cycle. Incumbents define the current and future IT business environment; develop IT architectures that capture the essence of these processes; and participate in IT business planning, needs analysis, and IT business risk assessment. Technical and/or team leadership competencies with a high degree of technical versatility and broad industry knowledge, including principles of project management, are required to successfully complete work assignments. Incumbents may participate in the development of documents, such as Feasibility Study Reports, Requests for Proposals, Budget Change Proposals, Operational Recovery Planning and IT Strategic Planning.

Information Technology Specialist III (Information Technology Business Consultant)
RANGE A

At the Specialist III level Range A and Range B incumbents demonstrate advanced proficiency of business process reengineering, information technology principles; IT procurement, budgeting and contracting; project leadership, and an understanding of current industry-wide trends, practices, and standards.

Assignments at the Range A level require a broad scope of professional responsibility and accountability. The work requires extensive probing and analysis to determine the nature and scope of the problems. The work also contributes to the solutions of complex problems, architecture reviews, or strategic and tactical plans that are essential to the missions of the organization, or affect large numbers of people on a long-term or continuing basis. Project leadership duties include accountability for all phases of a large-scale system life cycle, including analysis of projects for cost, time, scope, risk, and quality using skills and knowledge of project initiation and configuration management, information technology project management, procurement, budgeting, negotiation, and contract management. Tasks include ensuring the necessary plans and resources exist to smoothly transition current business processes into the newly automated solutions.

Incumbents also evaluate and prioritize department's information technology needs and options and integrate them into the department's strategic plan. They work closely with departmental program managers to identify IT business requirements, to develop short and long range information technology plans to support these requirements, and to gain support for these plans from top management and/or control agencies. This may include development of complex documents such as Feasibility Study Reports, Requests for Proposals, and Budget Change Proposals.

Information Technology Specialist III (Information Technology Business Consultant)
RANGE B

IT Specialist III, Range B incumbents are responsible for the most critical/complex projects, where the consequence of error in making decisions or giving advice may have a serious and/or long-term detrimental effect on the operating efficiency of an entire

business undertaking or function. Assignments require an advanced level of organizational understanding and support of innovative technical pursuits. Requisite knowledge is used to plan, design, develop, implement, test, evaluate, and administer the largest and most complex information technology projects, either as integral solutions for their business enterprise, or as multi-departmental solutions for larger State business needs and objectives. Authority is exercised by incumbents for the benefit of the organization by initiating and influencing key actions and decision and obtaining and directing important project resources. These types of projects are typically found in either large department or data center environments. Principal-level IT business consultants may also perform the following tasks on the extremely complex projects described above:

- Develop information technology strategy and policy across the organization and in some cases statewide; serving as technical consultants to management and/or executive staff in the area of information technology policies, strategic planning, and system life cycle considerations and architectural issues.
- Lead a large project team, including consultants.
- Plan, organize, direct, and control the information technology governance function (oversight role) for the department.